

**Bradley S. Johnson**  
**3724 B Old Hwy. 12 East**  
**East Helena, MT 59635**

December 3, 2010

Candidate Selection Committee  
c/o Legislative Services Division  
PO Box 201706  
Helena, MT 59620-1706

Dear Committee Members:

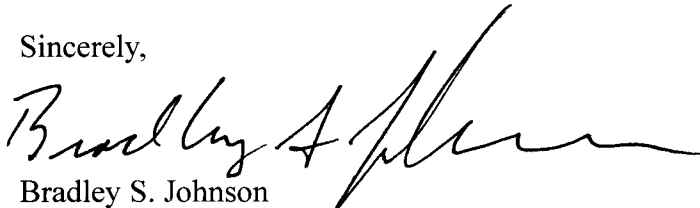
It is with great enthusiasm that I submit this letter of interest in appointment to the position of Montana Commissioner of Political Practices. I believe that having served four years as Montana Secretary of State and as Montana's Chief Elections Officer makes me uniquely qualified to serve as Commissioner of Political Practices. I worked closely and effectively with election administrators across the state and was deeply involved in crafting and implementing Montana election laws. During the 2005 legislative session Senator Jon Ellingson (D-Missoula) said of his experience working with me, to make major revisions in Montana election law, that there was "not a whiff of partisanship". When the Montana Republican Party made it's ill-advised challenge to a large group of Montanan's voter registrations in 2008, Federal District Judge Donald Molloy, in his opinion regarding the subsequent law suit, called my handling of that situation "astute".

During my time as Secretary of State and throughout my career I have been able to demonstrate and hone my skills in the areas of legislative and public policy implementation, budget administration and business management, leadership and strategic planning, oral and written communication and relationship building. I truly believe that these skills will serve me well in my efforts to discharge the duties of the Commissioner of Political Practices on the behalf of the people of Montana. I have enclosed a resume and other supporting documents in this regard.

I have long believed that the most important responsibilities I shouldered as Secretary of State were those of Chief Elections Officer. In that role, it was paramount that I effectively oversaw the development and implementation of policies and practices which preserved the integrity of and the peoples confidence in the elections process in Montana. My failure to do so would have undermined the very fabric of our political system. Know that I will bring this same sense of duty and level of commitment to the office of the Commissioner of Political Practices.

I appreciate your consideration and look forward to hearing from you further in this regard.

Sincerely,

  
Bradley S. Johnson

e-mail: [bradleysjohnson@live.com](mailto:bradleysjohnson@live.com)/ phone: (406) 422-5933

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3724 B Old Hwy. 12 East  
East Helena, MT 59635**

### **Objective**

To secure appointment to the position of Montana commissioner of political Practices

#### **Legislative and public policy implementation:**

As Secretary, worked closely with the congressional delegation, leaders and members of the state legislature and local leaders to formulate and implement public policy

#### **Budget administration and business management:**

As Montana Secretary of State, developed and managed the agency biannual budget of \$14,000,000 and supervised the performance of 57 FTEs

Owned and operated a successful small businesses(Four Corners Bumper To Bumper Auto Parts, Bozeman, MT)

#### **Visionary leadership and strategic implementation:**

Coordinated the development and implementation of a comprehensive agency wide strategic plan in the Secretary of State's office

Co-chaired the Montana state task force on information technology which successfully crafted a blueprint for technology innovation in state government

#### **Communication skills:**

Accomplished public speaker, presenter and author  
Experienced television and radio "personality"

#### **Relationship building:**

Named to the national boards of three professional associations by my colleagues; National Association of Secretaries of State, Council of State Governments and the National Electronic Commerce Coordinating Council

#### **Team building and coaching skills:**

Member of Purdue Extension's state-wide leadership skill development team

#### **Work experience**

2005-2009 State of Montana, Montana Secretary of State, Helena, MT

2002-2003 Four Corners Auto Parts, owner-manager, Bozeman, MT

e-mail: [bradleysjohnson@live.com](mailto:bradleysjohnson@live.com)/phone: (406) 422-5933

## **Bradley S. Johnson**

2000-2002 Right Now Technologies, software sales, Bozeman, MT

1993-2000 Purdue Extension, ag educator, Greene County, IN

1990-1992 self employed, light construction, Bozeman, MT

1985-1989 Gallatin County Fairgrounds, manager, Bozeman, MT

1984-1985 Main Ingredient Restaurant, owner-manager, Bozeman, MT

1983-1984 Congressman Ron Marlenee, District liaison to the news media and relevant interest groups, Billings, MT

1980-1982 American Simmental Association, Youth and Education Manager, Bozeman, MT

1978-1980 American Quarter Horse Association, Director of Youth Activities, Amarillo, TX

1977-1978 Appaloosa Horse Club, Director of Youth Activities, Moscow, ID

1976-1977 University of Illinois, County Extension Agent, McClean County, IL

### **Education**

1976 M.S. Animal Science, University of Illinois, Urbana-Champaign

1974 B.S. Animal Science, University of Illinois, Urbana-Champaign

**BRADLEY S. JOHNSON**  
**TECHNICAL QUALIFICATIONS**

1. As Montana Secretary of State and Chief Election Officer, I oversaw the development and deployment of three major IT initiatives. The first, a state-wide voter registration data base which enables state and county elections officials to verify in real time voter registration information in every jurisdiction in the state. Second, a web based election night reporting system that has made the Secretary of State web site the source for the most timely and accurate election night results. Finally, we built from the ground up a state of the art program to manage the nearly twenty thousand pages of Montana Administrative Rules (ARM). The program provides, for the first time, a robust search engine and on line publishing on demand.

2. As Montana's Chief Elections Officer, I was responsible for the successful implementation of HAVA and the application of Montana election law. In addition, I oversaw the development and deployment of a comprehensive training program for Montana's county elections officials.

3. During my time in office, I was required to work regularly and effectively with the Montana congressional delegation, the leadership and members of the state legislature and a broad spectrum of individual Montanans and interest groups. We created a web based daily news digest which provided live links to state related news stories in the Montana media and was available to all Montanans at no charge.

4. While serving as Montana's Chief Elections Officer, I oversaw the successful implementation of HAVA, the deployment of Auto Mark DRES, creation of the state-wide voter registration data base, development of a new and effective election night web based reporting system, a permanent absentee ballot request system and created a thirty day late voter registration period to enhance voter access to the electoral process.

5. Serving as Montana's Secretary of State and Chief Elections Officer required me to deal with county commissioners, the legislative audit division, members of the Montana legislature, the Governors office and the Montana congressional delegation. By virtually all accounts, those dealings were conducted in a manner that were both professional and effective.

BRADLEY S. JOHNSON  
EXECUTIVE CORE QUALIFICATIONS

**Leading change:** As Secretary of State, I led the transformation of the office into a technologically driven organization. In addition to increasing the FTEs in the IT department four fold, I developed and articulated to key staff members a clear vision for the future of the office. This became a road map for each of them with regard to their management goals. As a result of that strategic plan, we computerized the filing of annual business reports, shortening processing time from thirty days to two, saving the state nearly one hundred thousand dollars per year. In addition, we developed and deployed a state of the art program for the management of the nearly twenty thousand pages of Administrative rules of Montana. This program created for the first time the ability to effectively search the rules and and publish on demand electronically.

As co-chair of the state's Task Force on Technology, I was instrumental in the development of a state strategic plan the state's IT future. This project was a remarkable example of how a collaborative effort within government can be effective and consensus reached.

Within two years of becoming Secretary of State, I had been named to the Executive Committees of the National Association of Secretaries of State(NASS), the Council of State Governments(CSG) and the National Electronic Commerce Coordinating Council(EC3). Had I been re-elected Secretary of State, I would have moved into the three rotation to become president of NASS. All three of these organizations are Change agents.

I was instrumental crafting and achieving passage of major election law reform in the 2005 Montana legislature. Most notably, the creation of a thirty day late voter registration period and a permeant absentee ballot request process. Both changes greatly enhance voters' access to the electoral process.

When I took office, the way in which we reported results on election night was obsolete at best. At my direction and with my direct involvement, the Elections Bureau and the office IT department began developing a state of the art election night reporting process in 2006. In 2008, the Secretary of State web site became recognized as the place to go for timely and accurate election night results.

**BRADLEY S. JOHNSON**  
**EXECUTIVE CORE QUALIFICATIONS**

**LEADING PEOPLE:**It is, I believe, impossible to effectively lead change without effectively leading people. As Secretary of State I was called upon to lead a diverse group of individuals making up my executive staff. It was essential that I was able to cause them to coalesce into a unit that enabled the unique talents of each to be fully utilized while building group that shared the common goals and objectives set forth in strategic plan. Without the executive staff having become stake holders, it would have been impossible to successfully implement the key elements of the plan.

My having been named to the executive committees of NASS, CSG and EC3 is recognition of my ability to lead people. The bipartisan endorsement is testimony to my leadership ability.

Serving as the co-chair of Montana's state IT task force required me to help lead another group of talented people toward consensus. The result of the endeavor was a comprehensive strategic plan detailing short, intermediate and long range IT goals for the state of Montana.

While serving as a county extension agent with Purdue University between 1994 and 1999, I was a member of a statewide leadership skill development task force. I traveled the state extensively facilitating classes on strategic planning and public speaking to groups of civic and community leaders. I was also picked to manage the Indiana State 4-H Horse show at the Indiana State Fair. This was a ten day long event involving dozens of show staff, fifteen hundred 4-H members, their horses and their parents.

**RESULTS DRIVEN:**As Secretary of State, I was responsible for the implementation of programs and policies in the SOS strategic plan as well as the mandates contained in the Help America Vote Act of 2002. On October 16, 2008 the Billings Gazette, Montana's largest daily paper, wrote the following: "Secretary of State Brad Johnson has significantly enhanced computerization in this office, reducing the time necessary for business filings and cutting office costs while taking commendable nonpartisan stands on key election issues."

As Montana's top elections official, Johnson's commitment to upholding his responsibilities was put to the test recently when his own party, the Montana Republican Party, challenged 6,000 registered voters in seven Democratic leaning counties a month

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**EXECUTIVE CORE QUALIFICATIONS**

before the general election and announced that more challenges would follow.

Johnson didn't join other GOP officials in the effort to keep these folks from voting. Instead, his office instructed county elections officials to delay sending out letters that challenged voters. A federal lawsuit brought by Democrats to block the voter challenges was dropped after Johnson filed documents with U.S. District Court saying that similar voter challenges should be rejected in the future. He obviously understood that the federal Voter Registration Act limits states in how they can remove voters from the registration rolls and prohibits programs that eliminate voters so close to election day.

...he has visited elections officials in all 56 Montana counties to verify that they have the resources, including training, needed to help make the Nov. 4 elections run fairly and smoothly...In his first term, Johnson's office was one of the first in the nation to complete implementation of the federal Help America vote Act of 2002, got the the statewide voter registration data base up and running to help prevent fraud and replaced uncertified voting equipment. Since Johnson took office, 80 percent of required business filings have moved online, a change that he says saves time and money. In mid-April 2005, it took 30 days for his office to process a business filing; the time required down to two days by mid-April 2008.

His office is now taking bids to replace its business computer server, a step Johnson said will allow the office to offer all its services online by 2011."

On a per-capita basis, Montana has the second highest number of deployed overseas military members in the country. This fact alone was enough to make accommodating the needs of UOCAVA voters one of my highest priorities. Toward that end, we created a policy enabling those voters to return ballots via fax and joined the DOD pilot project allowing overseas Montana voters to access their ballots through a secure DOD server. In addition, I had agreed to a pilot program that would have allowed Montana UOCAVA voters to vote online in municipal and school elections in 2009. I hoped that pilot would have set the stage for Montana overseas voters to participate in the 2010 federal and state elections via the internet.

**BUSINESS ACUMEN:** The Montana Secretary of State's office is structured as the only enterprise fund in Montana state

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**EXECUTIVE CORE QUALIFICATIONS**

government. As a result, the office receives no general fund appropriations and therefor must truly be run like a business. The SOS office employs nearly sixty FTEs and has a biennial budget of about fourteen million dollars. Under my business based, best practices, leadership, the office was able to provide , on average, the lowest fees for services of any SOS office in the country.

Upon taking office, I directed the HR manager and my chief of staff to begin crafting, for the first time, performance standards for all positions in the office. Subsequent to that, we began regularly scheduled performance appraisals of all SOS staff. We also conducted a comprehensive salary equalization study. As a result, now all SOS employees are currently receiving at least 90% of "market" for their respective positions. Quality of work product and staff morale improved while reducing employee turnover.

During my time in office I was actively involved in budget administration. Because of our enterprise fund status and the entrepreneurial attitude I brought to this state agency, we were able to accumulate several million dollars in a capital account for the purpose of replacing the thirty year old main-frame computer system that currently supports much of the IT activity in the office.

Developing the RFP for replacing the main-frame was especially challenging but worthwhile. The quality of that work product resulted in a bid process which made the selection of the successful bidder focused and efficient.

I have owned and successfully operated three small businesses over the years. The last enterprise, a retail establishment, I sold in 2003 in order to run for Secretary of State. The business acumen and experience I brought from the private sector contributed significantly to my success in the public sector.

**BUILDING COALITIONS:** As Montana Secretary of State, I was named to leadership positions in three national organizations; NASS, CSG and EC3. These appointments were in recognition of my ability to reach out and work effectively with individuals representing wide range of backgrounds and interests. NASS represents a bipartisan coalition of state elections officials dedicated to meaningful election reform and to preserving the integrity of the elections process. CSG is the only nonpartisan public policy organization in the country which represents all



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**EXECUTIVE CORE QUALIFICATIONS**

three branches of state government. EC3 is a think tank made up of members from both the public and private sectors committed to fostering increased use of technology by government.

I also built an advisory council on campaign finance reform. The council was a coalition of former elected and appointed government officials representing both parties.

One of my professional strengths has always been the ability to reach out and effectively bring together individuals with diverse backgrounds and competing interests. I believe that effective, broad-based coalition begins with respect for the divergent or opposing points of view and the understanding that there is always common ground to be found in dispassionate discussion. Consensus is the foundation of building coalitions. My seventh grade science teacher had a shelf on the wall behind his desk. there was a human skull sitting in the shelf. A sign hung under the shelf that read "I argued when I should have discussed". I have always tried to live by that advise.

**Bradley S. Johnson**  
**COPP Questions**

**RECEIVED**  
DEC 06 2010  
Montana Legislative  
Services Division

1. Are you familiar with restrictions Montana law imposes upon the activities of an individual holding the office of COPP?

Yes. 13-37-108 could not be more clear in it's intent. The commissioner is absolutely prohibited from participating in ANY matter which is in conflict with or APPEARS to be in conflict with his or her public duty. Entities responsible for oversight of the Commissioner's conduct of the office should apply a "zero tolerance" standard to the enforcement of this statute.

2. What is your legal writing experience?

As Secretary of state, I was responsible, directly and indirectly, for the production of many pages of documents with legal import. I am very comfortable in that role.

3. Have you ever been party to a complaint filed with the COPP?

I have never been party to or subject of a complaint filed with the COPP.

4. What is your current or past involvement with either the campaign of a candidate or a ballot initiative?

I have been a volunteer and paid campaign staff member on various campaigns and a candidate for both federal and state-wide office. I have never been affiliated with any effort supporting or opposing a ballot initiative.

5. Have you been affiliated with a political party or political action committee? If yes, how will this affiliation affect your ability to render impartial decisions on complaints filed against candidates, PACs, and ballot initiatives?

I have, in the past, been affiliated with the Montana Republican Party but not with any political action committees. My commitment to objective and unbiased decision making in the face of political pressure was well described by the editorial staff of the Billings Gazette. In October of 2008 they wrote the following with regard to my handling, as the Secretary of State, of a very controversial challenge of some 6000 voter registrations by the Montana Republican Party.

"... while taking commendable non partisan stands on key election issues. As Montana's top elections official, Johnson's commitment to upholding his responsibilities was put to the test recently when his own party, the Montana Republican Party, challenged 6000 registered

voters... Johnson didn't join other GOP officials in the effort to keep these folks from voting. Instead, his office instructed county elections officials to delay sending out letters that challenged voters. A federal lawsuit... to block the challenges was dropped after after Johnson filed documents ... saying that similar voter challenges should be rejected in the future." Subsequently, Judge Donald Molloy called my handling of the situation "astute". I will bring this same level of commitment to making unbiased and fact based decisions to the office of the COPP.

6. What is your opinion of the current candidate contribution limits?

As Commissioner, it would be my responsibility to render decisions based upon facts presented in evidence and current campaign laws. It would be wholly inappropriate for me to express personal opinions regarding the nature and scope of existing campaign finance statutes. I can say, however, that I believe "sunshine is the best disinfectant" and that assuring disclosure of campaign finance activity to the fullest extent of the law and in a timely fashion, is essential to maintaining the integrity of the elections process.

7. Have you or a family member been involved in the legislative process as a lobbyist?

As Secretary, I testified frequently before legislative committees and met often with legislators regarding specific bills. Outside of that context, I have not been a lobbyist. No member of my family has ever been involved as a lobbyist in the legislative process.

8. In your opinion, do further regulations or restrictions need to be placed on lobbyists' activities?

The difference between this question and question number 6 is without distinction. It would not be appropriate for me to comment on existing statutes or to opine on the specifics of yet to be proposed future legislation. Clearly, though, existing regulations and restrictions on lobbying activity should be aggressively and vigorously enforced.